

California - Child and Family Services Review

Annual SIP Progress Report

[DECEMBER 16, 2013 THROUGH DECEMBER 15, 2014]

BUTTE COUNTY

DEPARTMENT OF EMPLOYMENT AND SOCIAL SERVICES

PROBATION DEPARTMENT


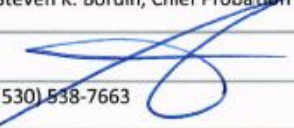



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California – Child and Family Services Review Signature Sheet

For submittal of: CSA ☒ SIP ☐ Progress Report ☐

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SIP Period Dates	April 16, 2011 through December 14, 2015
Outcome Data Period	CWS/CMS Quarter 2, 2014
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Board of Supervisors (BOS) Signature	

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Attention: Bureau Chief
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*Signatures must be in blue ink

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CAPIT Liaison	Name	Same as Child Welfare Agency Contact
	Agency	
	Phone & E-mail	
	Mailing Address	
CBCAP Liaison	Name	Same as Child Welfare Agency Contact
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PSSF Liaison	Name	Same as Child Welfare Agency Contact
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Introduction

During this reporting period, Butte County Child Welfare and the Juvenile Probation Department have remained committed to improving outcomes for children and families in our community. The current System Improvement Plan (SIP) is dedicated to improving outcomes in Safety (reducing the rates of recurrence of maltreatment) and Permanency (reducing the rates of re-entry following reunification, improving placement stability and preserving the continuity of family relationships). This Annual SIP Progress Report will provide information about the most recent performance rates and trends; status of the improvement goals and strategies; progress made; and how the strategies will continue to build on progress to improve outcomes.

Additionally, it should be noted that Butte County is beginning the next California – Child and Family Services Review (C-CFSR) cycle. The planning has begun for the County Self Assessment which is due to the State in July 2015.

SIP Progress Narrative

STAKEHOLDERS PARTICIPATION

Butte County enjoys a strong collaborative relationship between county agencies and community partners. Both Child Welfare and Probation participate in various councils and organizations whereby stakeholder participation and input is requested and welcomed. Both agencies are members of the Butte County Children's Services Coordinating Council, consisting of all county child serving agencies, and community partners, as well as the Butte County Child Abuse Prevention Council.

Discussion regarding SIP goals and outcomes is shared with our stakeholders through a written report twice a year, and in their participation in planning meetings.

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

CHILD WELFARE

Overall, Butte County has made improvement in some key Outcome areas, and continues to be challenged in others.

At the time of SIP approval, our re-entry rate was 19.6%, well above the state average and the federal goal of 9.9%. Throughout 2009 and the beginning of 2010, re-entry rates continued to climb. However, since a high of 20.2% for the 12 month period ending December 31, 2009, the re-entry rate has continued to improve. For several quarters, Butte County exceeded the state average and the federal goal of 9.9%. We experienced an increase in this rate in FY 2012/13, but have seen this trend improve recently.

The re-entry rate study completed in year one indicated that a high percentage of families returning to Child Welfare were a result of on-going substance abuse issues. It was determined that Children's Services needed to reevaluate how the issue of substance abuse and relapse during the recovery process affected reunification, particularly amongst families with younger children (due in part to shorter reunification timelines for children ages three and under). The re-entry rate study also confirmed that we had been returning children to their parents' care before they were at a strong point in their recovery. Due in large part to the Substance Abuse Mental Health Services Administration (SAMHSA) funded Children Affected by Methamphetamine (CAM) Grant, Butte County implemented new strategies for families participating in the Butte County Family Treatment Court and we were also able to enhance our service delivery to more parents in the SOFT (Supporting Our Families Transition from FR to FM) Program (as reported in the Year One SIP Update).

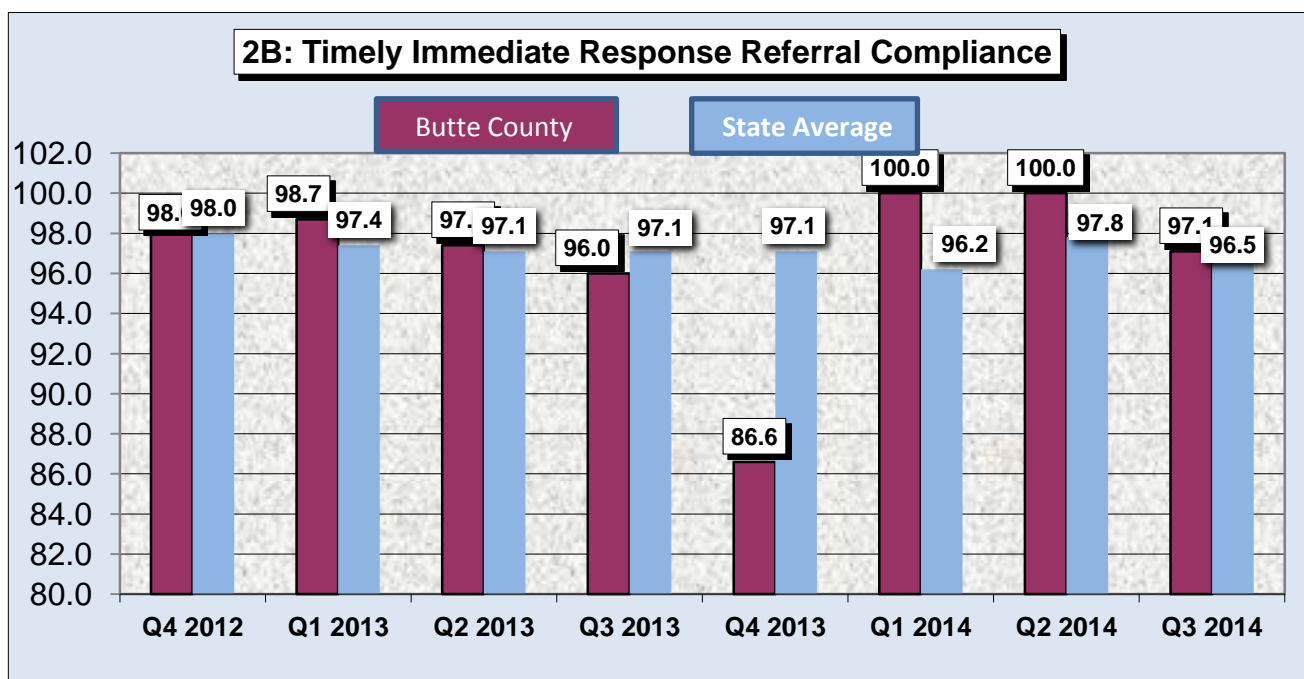
The rate of recurring maltreatment tends to stay at or close to the same rate that was in place when the SIP was approved. This continues to be a priority area and it is anticipated that the recent implementation of the Alternative Response program will play a significant role in improving this outcome goal. Additionally, Children Services has chosen this as the focus area in the upcoming Peer Review scheduled in early 2015 as part of the next County Self Assessment.

The outcome where Butte County continues to fall below our goal, the state average and the federal goal is in Placement Stability; despite new changes to our processes. This continues to be a high priority, and we are committed to re-evaluating and identifying new strategies to improve this outcome. It should be noted that while our children experience more placement changes than we would like, we have reduced the overall number of children in out of home care, and have increased the number of relative placements.

In addition to monitoring SIP goals, Butte County also regularly monitors the three Process Measures: Timely Referral Response (Immediate and ten day) and Timely Social Worker Visits with Children. All SIP goals and process measures are reviewed on at least a monthly basis during Children's Services Management Team Meetings, and our progress is reviewed with staff at monthly program meetings, or more frequently.

Measure 2B: Timely Immediate Response Referral Compliance

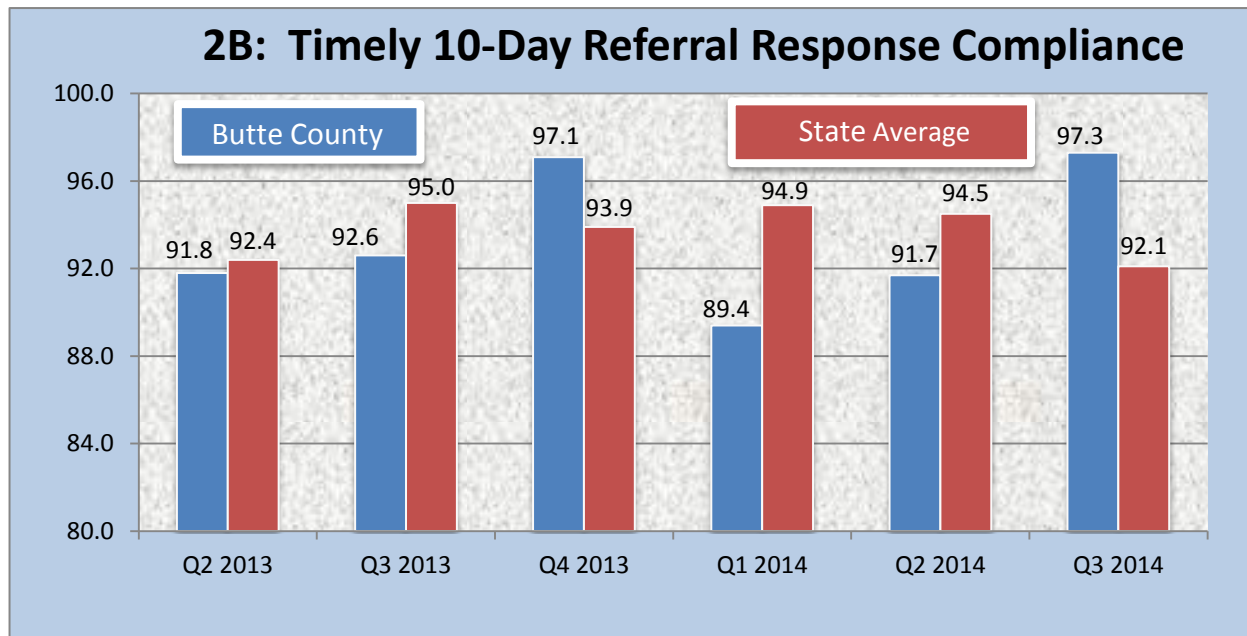
Butte County regularly meets or exceeds the state average in compliance with timely Immediate Response rates.



Data Source: CWS/CMS Quarter 3, 2014 Extract¹.

Measure 2B: Timely Immediate Response Referral Compliance

Butte County tends to maintain timely 10-day response compliance rates that are close to the state average.



Data Source: CWS/CMS Quarter 3, 2014 Extract².

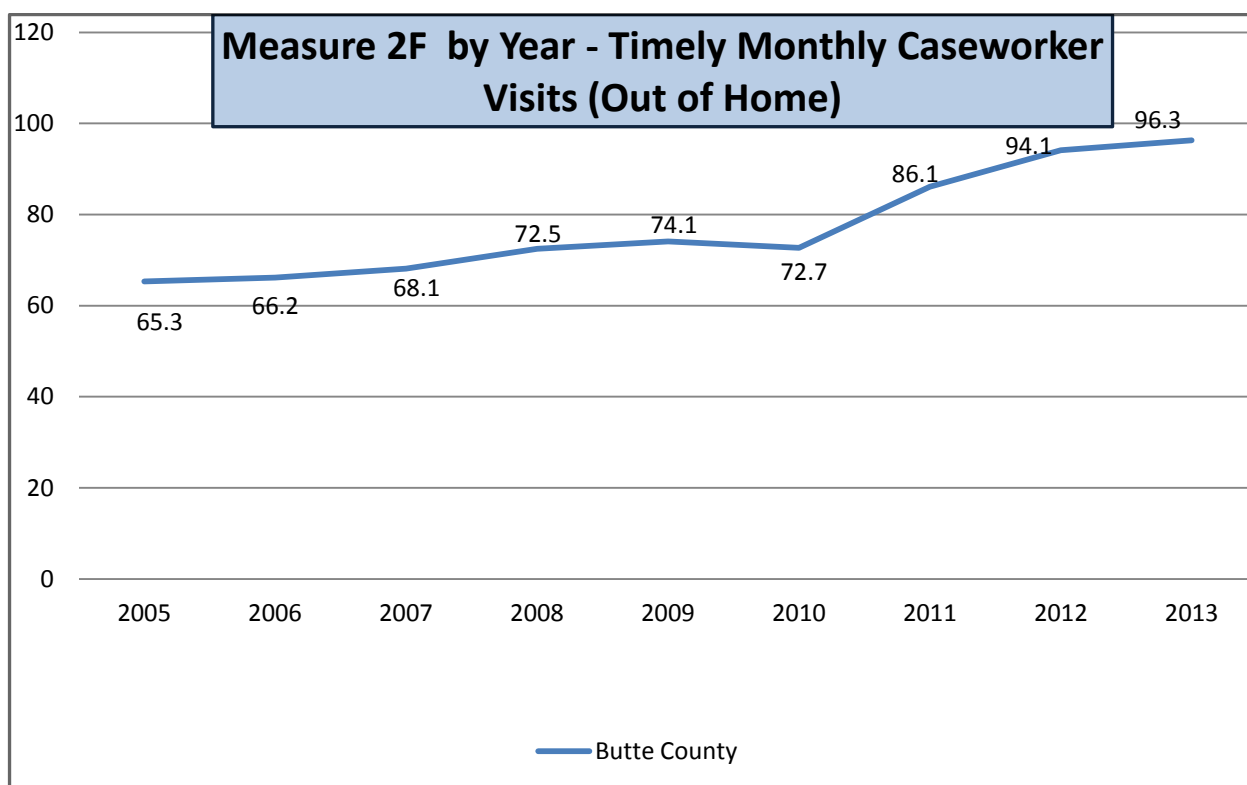
^{1, 2}, Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, C., Peng, C., Moore, M., King, B., Henry, C., & Nuttbrock, A. (2012). *Child Welfare Services Reports for California*. Retrieved 2/21/2012, from University of California at Berkeley Center for Social Services Research website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

Measure 2F: Timely Social Worker Visits with Child

States must collect and report information on monthly caseworker visits. However, beginning with the submission of data for FFY 2012, States must report their information using a new data reporting methodology, consistent with the changes in the law made by P.L. 112-34 (Measure 2F). Additionally, beginning in Federal Fiscal Year 2015, caseworker visit performance standard for monthly visits will increase to 95%. Therefore, in anticipation of these changes, the department policy has been adjusted to meet this new federal goal.

The following chart reflects Butte County's timely social worker monthly visits with children. This is an area that we have worked diligently at improving, noted by the improved trend in the last several years.

Additionally, Butte County consistently meets the goal of visiting with children in their residences over 50% of the time (as of the last reporting period, for the period ending December 31, 2013, the Butte County rate was 63.2%).



Data Source: CWS/CMS Quarter 3, 2014 Extract³.

CHILD WELFARE

SIP Goal Number 1: No Recurrence of Maltreatment

³ Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, C., Peng, C., Moore, M., King, B., Henry, C., & Nuttbrock, A. (2012). *Child Welfare Services Reports for California*. Retrieved 2/21/2012, from University of California at Berkeley Center for Social Services Research website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

Outcome/Systemic Factor: Safety 1a) S1.1 No Recurrence of Maltreatment:

Of all children who were victims of a substantiated maltreatment allegation during the first six-months of the 1-year period, what percent were not victims of another substantiated allegation within the following six months.

ANALYSIS

County Performance at Time of SIP Approval:

For the six month period ending September 30, 2010 Butte County's rate was 90.6% (statewide average, 92.9%; federal standard is 94.6%).

Current Performance: For the six month period ending December 31, 2013, Butte County's rate was 89.4%.

Current Status/Analysis:

Despite making changes and enhancements to certain services and best practices, this goal continues to be problematic. Butte County has met this SIP goal during one of the last seven reporting periods. The County remained at approximately the same rate as when the SIP was approved, but this trend started to decline in the second quarter of 2013.

It is believed that the elimination of Alternative/Differential Response services in 2007 played a key role in the lack of improvement of this outcome, In particular, affecting outcomes of children who had an initial substantiated allegation but that did not promote to a case. With limited prevention services available, these families often did not have the resources to address their issues that brought them to our attention. However, due to 2011 - CWS Realignment, Butte County has recently been able to implement new Alternative/Differential response strategies which we anticipate will help improve this outcome as we move forward. The goal will be to engage families in prevention services following the first substantiated allegation so that their problems are alleviated, thereby reducing the number of referrals that are promoted to a case.

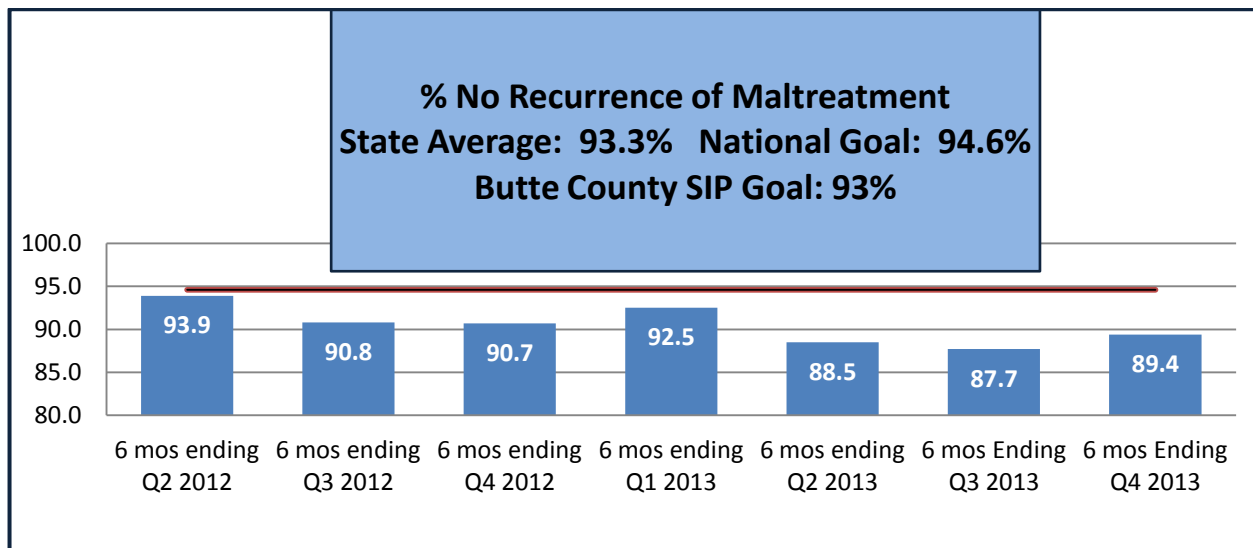
Great strides have been made in enhancing Safety Organized Practice (SOP) practice in Butte County which will continue in to the future with our involvement as one of the counties now participating in the Title IV-E Child Welfare Waiver Project, effective October 1, 2014. One of the interventions is to focus on enhancing and expanding current Safety Organized Practice SOP.

- Strategy 1.1: Develop and Implement an Alternative Response Program in Butte Alternative Response programs which are in their second year. Progress to date has been very promising but the true measure of the success of these programs will be measured with time. More detail in the Action Steps provided below.
- Strategy 1.2 Expand/Enhance the Communities Accessing Responsive Services (CARS) Program: Unfortunately, funding challenges resulted in this successful program being terminated at the end of FY 2011/12.
- Strategy 1.3 Develop a system to track parental drug use at the time of detention in CWS/CMS system. This strategy was modified to pilot the tracking of parental drug used in Family Treatment Court. This has provided valuable information regarding

changing trends in drug use, which shall be evaluated by Child Welfare and Alcohol and Drug services in determining best treatment practices.

- **Strategy 2.1: Fully Implement Signs of Safety:**
This strategy has evolved to encompass all Safety Organized Practice, including Signs of Safety (SOP) strategies. Butte County has enhanced our use of SOP practices and strategies with the goal that all staff will use SOP as part of their daily practice throughout the life of a referral and case. Please refer to the Action Step Status below.
- **Strategy 2.2: Expand/enhance the Parent Education Experiential Resource (PEER) Program:** This was accomplished in the first year of the SIP, allowing for earlier access to the program, and expanding the eligibility criteria. This will further be enhanced in the new fiscal year, as the grant funding will be through and Butte County will continue to fund this program. This will allow more flexibility in evaluating programmatic needs and making appropriate changes.

Butte County has made improvements in this area, but as noted above, this this goal has continued to be a challenge, Therefore this focus area has been selected for the upcoming Peer Review as part of the County Self Assessment, scheduled early in 2015. Butte County will also have the opportunity to explore new strategies to improve this outcome in the upcoming County Self Assessment.



Data Source: CWS/CMS Quarter 2 2014 Extract⁴.

Improvement Goal 1.0

Increase rate of no recurrence of maltreatment by 2.4% (to 93%).

⁴ Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, C., Peng, C., Moore, M., King, B., Henry, C., & Nuttbrock, A. (2012). *Child Welfare Services Reports for California*. Retrieved 2/21/2012, from University of California at Berkeley Center for Social Services Research website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

ACTION STEP STATUS

- ❖ Strategy 1.1: Develop and implement an “Alternative Response” Program in Butte County.

A priority of the current Butte County SIP was the implementation of Alternative Response (AR) Services to address the needs of families who are at risk of abuse and neglect or who have reunified after completing services with Child Welfare. (Butte County previously had an active Differential Response Program that was ended in 2007 due to decreases in funding).

As reported in the 2013 Annual SIP Progress Report, the following AR strategies have been implemented:

- Beginning in November 2013, Butte County Intake implemented a new method of reviewing referrals to the hotline utilizing the Review, Evaluate, Direct (RED) Team model.
- Contracts for Targeted Early Intervention and Domestic Violence Advocacy programs were implemented in January 2014 following a Request for Proposals procurement process.

We will evaluate the continued benefit of these strategies, and explore new ones, as part of the County Self Assessment which will also help inform future steps to enhance Alternative Response in Butte County.

- ❖ Strategy 1.2 Expand/Enhance the Communities Accessing Responsive Services (CARS) Program.

Due to funding challenges, this program was ended at the end of FY 2011/12.

- ❖ Strategy 1.3: Develop a system to track parental drug use at time of detention in CWS/CMS system.

This strategy was changed to pilot this tracking system of parental drug use for parents who participate in the Butte County Family Treatment Court program (rather than all parents in child welfare). Parental drug use was tracked as part of the evaluation process for the Substance Abuse Mental Health Services Act (SAMHSA) Children Affected by Methamphetamine (CAM) grant, which funded enhanced services for parents, and their children, in the Family Treatment Court. This four year grant ended on September 30, 2014.

Improvement Goal 2.0

Increase Social Workers knowledge, skills and practice in family engagement activities by enhancing and expanding existing strategies.

ACTION STEP STATUS

- ❖ Strategy 2.1: Fully implement the use of Signs of Safety, an innovative strengths-based, safety-organized approach to child protection casework. SOS will be integrated with the Structured Decision Making (SDM) risk assessment tool.

DESS Children's Services began implementing Signs of Safety (SOS) strategies in September 2010. This goal has evolved and expanded in that Butte County has implemented the use of Signs of Safety as one strategy in the overall Safety Organized Practice. All staff use Safety Organized Practice (SOP) in some level in their social work practice. Several units are now using SOP strategies in group supervision processes. SOS, along Structured Decision Making (SDM), is used throughout the continuum of service delivery: in IR/ER investigations, staffing, referrals, the Review-Evaluate-Direct (RED) Team intake process, child-family team (CFT) meetings and other meetings as applicable.

The Butte County Department of Employment and Social Services is now participating in the Title IV-E Child Welfare Waiver Project, effective October 1, 2014. One of the interventions proposed is to focus on enhancing and expanding current SOP practice.

The goal of this intervention is to provide enhanced SOP strategies throughout the life of a Child Welfare case. Proposed enhancements/strategies include:

- Adding additional contracted positions to assist with facilitating child-family team meetings and to again provide SOP coaching support for staff.
 - Additional training to be provided for social work staff and partner agencies.
- ❖ Strategy 2.2: Expand/enhance the Parent Education Experiential Resource (PEER) Program. PEER is a "hands-on" supervised parenting group with children under the age of five and their parents that utilizes the Nurturing Parenting Programs curriculum.

These strategies were discussed in a prior SIP Update, and all goals were completed in Year One.

METHOD OF EVALUATION AND/OR MONITORING:

Butte County utilizes a number of methods to evaluate and monitor our progress in this Outcome, including the regular use of Safe Measures, SDM and other tools. Each outcome is evaluated monthly by an Administrative Analyst and is discussed at monthly management meetings and at Program Meetings with all staff. When necessary, a more in depth evaluation is completed to identify trends and reasons for changes in Outcome measures. For those contracted services, vendors submit monthly statistics to ensure compliance and evaluation of program goals.

ADDITIONAL STRATEGIES:

Not applicable.

PROGRAM REDUCTION:

Not applicable.

SIP Goal Number 2: Re-Entry Following Reunification

Outcome/Systemic Factor: Permanency Composite 1(4) Measure 4 (C1.4) Re-entry Following Reunification

This measure indicates the percent of children who exited foster care to reunification during a 12-month period and re-entered foster care less than 12 months from the date of discharge.

ANALYSIS:

County's Performance at Time of SIP Approval

For the 12 month period ending December 31, 2009, Butte County's rate was 19.6% (statewide average, 12.1%; federal standard, 9.9%)

Current Performance: For the 12 month period ending June 30, 2013, Butte County's rate was 11.4%.

This measure indicates the percent of children who exited foster care due to reunifying with their families during a 12-month period and then re-entered foster care less than 12 months from the date of discharge.

Current Status/Analysis:

Overall, Butte County has seen success in this area by implementing the strategies listed below. It is believed that the CAM Grant strategies and the enhancement of the SOFT Program have made a difference in this area. From an all time high at the time of the SIP arrival (19.6%), this outcome has continued to improve, several times below the federal goal of 9.9%. Towards the end of 2014, this rate increased but has now continued to improve. In analyzing the re-entry date for those quarters, in most cases the families that reentered included large sibling groups that affected the overall rate. Additionally, all the families that reentered during that time period came back in with the same problems as had brought them in to Child Welfare earlier, most significantly parental substance abuse.

- Strategy 1.1: Implementation of the SAMHSA Grant, Children Affected by Methamphetamine (CAM)
- Strategy 1.2: Explore and develop "After Care" services to families in Family Maintenance and after they leave Child Welfare System.
- Strategy 1.3: Conduct a Re-entry Study to identify reasons for increasing re-entry rates in Butte County.
- Strategy 2.1 Expand/Enhance the Supporting Our Families Transition from FR to FM (SOFT) Program.

The SOFT Program was an identified program goal in the current SIP to enhance and expand existing strategies to improve outcomes as families exit the child welfare system. This was accomplished by making changes to the service delivery model (by alternating in-home and group sessions) which expanded the capacity of this program to serve all parents, and alleviated wait lists to start services. Funding from the CAM Grant allowed new staff to provide parenting classes and in-home parent coaching with an emphasis in recovery. The grant also provided for three part time Peer Parent Mentor positions to work directly with the families in

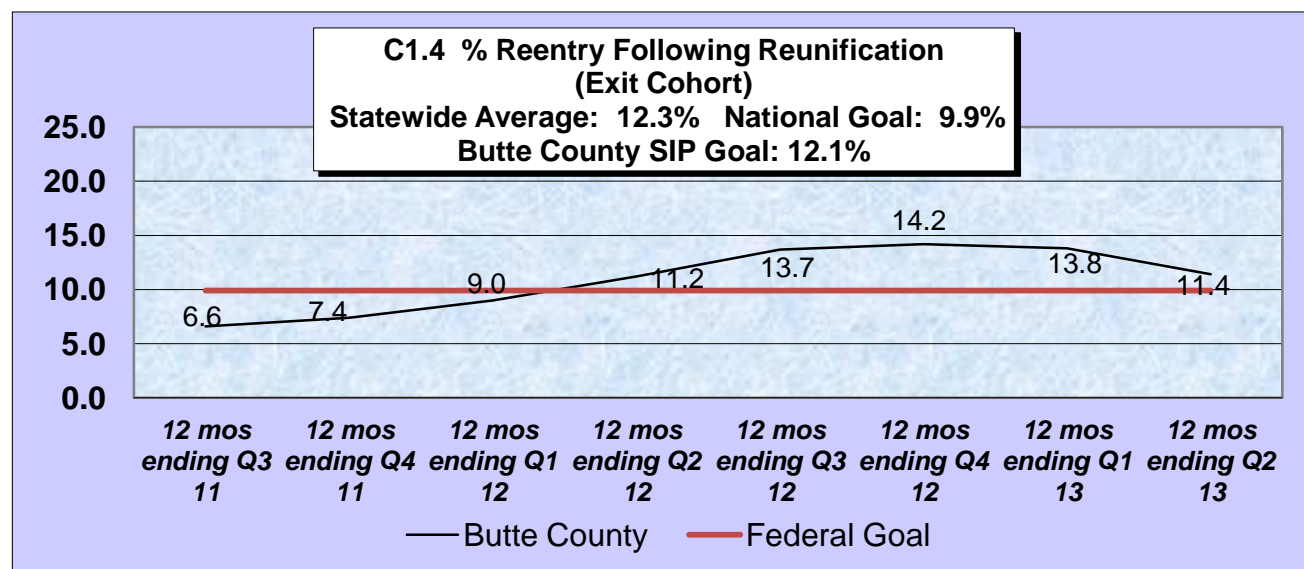
supportive roles in their recovery. We are evaluating ways to continue some of the enhanced services now that the grant is done.

Butte County is proud of the improvements in this area, and will continue to evaluate strategies including ways to incorporate strategies used in the CAM Grant now that funding has ended. Enhancements will also be made to the SOFT Program in FY 2016/17 as this is one of Butte County's identified strategies for the Title IV-E Waiver Program.

Improvement Goal 1.0

Decrease the rate of re-entry following reunification to 12.1%.

- Butte County consistently met or exceeded our stated improvement goal of 12.1% from the end of 2010, through the first quarter of 2012.
- There has been a recent increase in our re-entry rate. This is being investigated to determine trends or other contributing factors, and this trend has begun to improve.
- The success of the Family Treatment Court/CAM Grant program has been a key factor in the improvement of the re-entry rate in Butte County.



Data Source: CWS/CMS Quarter 2, 2014 Extract⁵.

ACTION STEP STATUS

- ❖ Strategy 1.1: Implementation of the SAMHSA Grant, Children Affected by Methamphetamine (CAM), to provide comprehensive family-centered supports to children, their parents and caregivers for those parents who participate in the Butte County Family Treatment Court (FTC).

This reporting period covers the final year of the four year Children Affected by Methamphetamine (CAM) grant which provided enhanced services to families participating in

⁵ Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, C., Peng, C., Moore, M., King, B., Henry, C., & Nuttbrock, A. (2012). *Child Welfare Services Reports for California*. Retrieved 2/21/2012, from University of California at Berkeley Center for Social Services Research website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

the Family Treatment Court (FTC) Program. The FTC Program assists families with obtaining intensive and comprehensive drug and alcohol treatment services. Historically, the FTC Program has focused on the alcohol and drug treatment needs of the participants. This federal grant funding increased the ability for Butte County to provide comprehensive services to children and caregivers, as well as the parents, to enhance the success of families and reduce the potential for re-entry.

Throughout the four year grant, 117 children from 73 families have participated in FTC/CAM and have had open Child Welfare cases (each child has their own child welfare case). As of September 30, 2014, 64 children from 41 families have had their child welfare cases closed. Of these, 92% (59 children) have successfully reunited with their parents. Of the families that successfully reunified:

- 71% of the parents successfully completed FTC/CAM
- 29% were terminated from the program, but went on to be reunified with their children

Successful completion of program: 31 families (36 parents with 55 children) graduated or successfully completed FTC, before child welfare case closure.

- None of the children from families that successfully completed FTC/CAM and who have had their child welfare cases closed have re-entered out of home care following reunification or child welfare case closure.

Unsuccessful completion of FTC/CAM: 25 families (30 parents with 41 children) terminated or left FTC program before completion, before child welfare case closure. From this group, 7 children from 5 families who terminated or left FTC/CAM before completion re-entered out of home care, a significantly small percentage of those children who re-entered care.

- ❖ Strategy 1.2: Explore and develop “After Care” services to families in Family Maintenance and after they leave Child Welfare System.

While there are certain areas that have strong after care components (specifically the FTC/CAM Program and the SOFT Program), this strategy will be more fully explored during the upcoming County Self Assessment.

- ❖ Strategy 1.3: Conduct a Re-entry Study to identify reasons for increasing re-entry rates in Butte County.

The initial re-entry study has been completed and the data evaluated in year one. Additionally, it was also determined that an on-going analysis of these factors should occur on a regular basis. As a result, this data, and other outcome data, are reviewed and addressed on a monthly basis by the Children’s Service Management Team, and other staff.

Improvement Goal 2.0

Enhance and expand existing strategies that provide supportive services to families as they prepare to exit the Child Welfare Services.

- ❖ Strategy 2.1 Expand/Enhance the Supporting Our Families Transition from FR to FM (SOFT) Program. The SOFT Program provides additional case management services and parent mentoring, with an emphasis on parenting in recovery.

The SOFT Program is a combination of in-home parent education and support, case management and advanced parenting classes. The SOFT Program utilizes the Nurturing Parenting Programs® philosophy/curriculum with a specific emphasis on assisting parents build their parenting skills as they learn to parent in recovery and developing safety networks.

The SOFT Program is funded with Promoting Safe and Stable Families (PSSF) and Child Abuse Prevention, Intervention and Treatment (CAPIT) funds.

The action steps for this strategy were completed in year one as addressed in a prior SIP Update.

METHOD OF EVALUATION AND/OR MONITORING:

Butte County utilizes a number of methods to evaluate and monitor our progress in this Outcome, including the regular use of Safe Measures, SDM and other tools. Each outcome is evaluated monthly by an Administrative Analyst and is discussed at monthly management meetings and at Program Meetings with all staff. When necessary, a more in depth evaluation is completed to identify trends and reasons for changes in Outcome measures. For those contracted services, vendors submit monthly statistics to ensure compliance and evaluation of program goals.

Additionally, as part of the CAM Grant, Butte County worked in collaboration with UC Davis Extension for grant evaluation.

ADDITIONAL STRATEGIES:

Not applicable.

PROGRAM REDUCTION:

Not applicable.

SIP Goal Number 3: Placement Stability

Outcome/Systemic Factor: Permanency Composite 4 (2) Placement Stability:

This measure indicates the percentage of children that have permanency and stability in their living situations without increasing re-entry to foster care. This measure indicates the percentage of children in care having two or fewer placements (12 – 24 months in care).

ANALYSIS

County Performance at Time of SIP Approval:

In 2010, Butte County's rate was 54.7% for those children with two or fewer placements (statewide average, 64%; federal standard 65.4%).

Current Performance: For the 12 month period ending June 30, 2014, Butte County's rate was 44.9%.

Current Status/Analysis:

This continues to be another problematic area for Butte County. Despite implementing the following strategies, we have not seen the results anticipated.

- Strategy 1.1: Enhance ability to place children with relative placements.
- Strategy 1.2: Expand the use of Family Team Decision Making (FTDM) in the Facilitating All Resources Effectively (FARE) Program as a strategy to decrease placement moves.

While Butte County has had an overall reduction in out of home placements and an increase in relative placements, too many children still experience three or more placements. The management team evaluates this on a regular basis. Most of these placements are with older youth who have been in care for a long time as is shown by the point in time chart below (December 2014).

Children with Three or More Placements by Service Component		
December 2014		
254 children (43% of total placements)		
with 3 or More Placements		
Service Component	Number with 3 or more Placements	% of Service Component
FR	88	32%
PP	122	49%
ST	42	74%

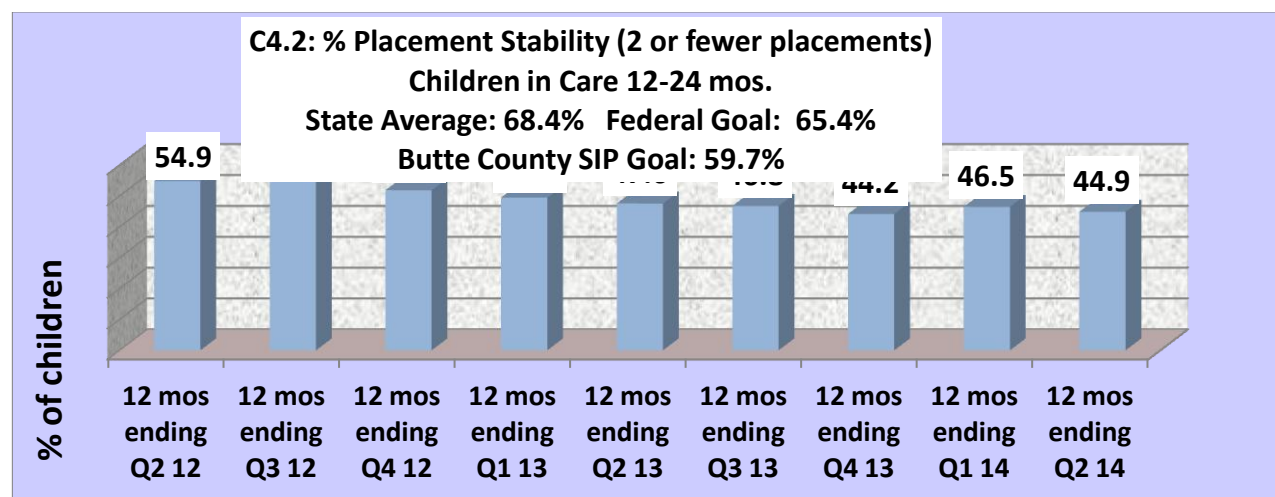
Butte County does not operate a shelter care program and partners with various foster homes to serve as short term (less than 30 days) "receiving homes" which automatically means children have two placements by their next placement. This will continue to be a priority goal for Butte County and strategies for improving this will be further explored in the upcoming County Self Assessment.

Improvement Goal 1.0

Increase stability rate of children with two or fewer placements by 5% (to 59.7%)

Many children in Foster Care continue to experience more than 2 placements. This measure indicates the percentage of children in care for 12 to 24 months who have three or more foster care placements. The latest data reflects the percentage of children who were in care for 12 to 24 months and had two or fewer placements between July 1, 2012 and June 30, 2013.

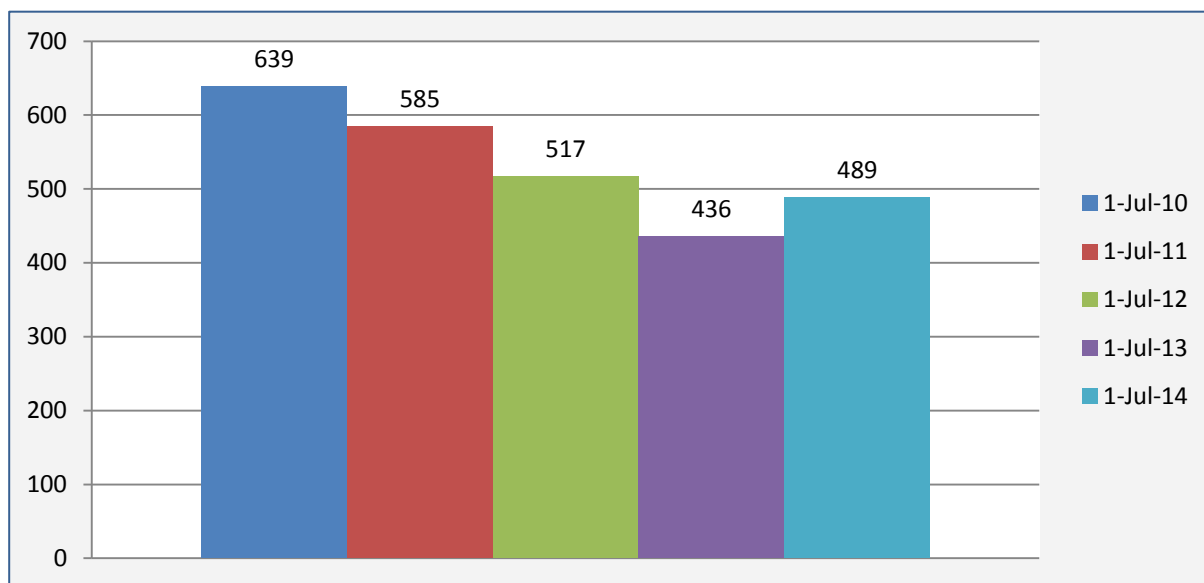
- This improvement goal continues to be problematic for Butte County, as we have yet to reach our SIP goal of 59.7%.
- There have been improvements and many strategies have been implemented, but our rate continues to fluctuate below our goal.
- An analysis of the children with three or more placements shows that the majority are older children.
- In the last reporting period, 91% of the children who had one or two placements only were five years or younger.



Data Source: CWS/CMS Quarter 3, 2014 Extract⁶.

This outcome goal continues to be a high priority, and we are committed to re-evaluating and identifying new strategies to improve this outcome. It should be noted that while our children experience more placement changes than we would like, we have reduced the overall number of children in out of home care, and have increased the number of relative placements. From a high of 742 children in out of home care on July 1, 2006, our numbers have steadily decreased each year. The following chart reflects the number of children in out of home care on July 1st for the five year period from 2010 through 2014. On July 1, 2014, Butte County had 489 children in out of home care.

⁶ Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, C., Peng, C., Moore, M., King, B., Henry, C., & Nuttbrock, A. (2012). *Child Welfare Services Reports for California*. Retrieved 2/21/2012, from University of California at Berkeley Center for Social Services Research website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>



Data Source: CWS/CMS Quarter 3, 2014 Extract⁷.

ACTION STEP STATUS

❖ Strategy 1.1: Enhance ability to place children with relative placements.

The action steps for this strategy were completed in year one and two as addressed in a prior SIP Progress Report.

❖ Strategy 1.2: Expand the use of Family Team Decision Making (FTDM) in the Facilitating All Resources Effectively (FARE) Program as a strategy to decrease placement moves.

The action steps for this strategy were completed in year one as addressed in a prior SIP Progress Report.

METHOD OF EVALUATION AND/OR MONITORING:

Butte County utilizes a number of methods to evaluate and monitor our progress in this Outcome, including the regular use of Safe Measures, SDM and other tools. Each outcome is evaluated monthly by an Administrative Analyst and is discussed at monthly management meetings and at Program Meetings with all staff. When necessary, a more in depth evaluation is completed to identify trends and reasons for changes in Outcome measures. For those contracted services, vendors submit monthly statistics to ensure compliance and evaluation of program goals.

⁷ , Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, C., Peng, C., Moore, M., King, B., Henry, C., & Nuttbrock, A. (2012). *Child Welfare Services Reports for California*. Retrieved 2/21/2012, from University of California at Berkeley Center for Social Services Research website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

ADDITIONAL STRATEGIES:

Not applicable.

PROGRAM REDUCTION:

Not applicable.

PROBATION

As part of the System Improvement Plan, the Butte County Probation Department's goal is to improve placement stability. When establishing this goal, official data sources did not capture probation data to create a baseline performance. Since that time, Probation has inputted data into official sources as outline below.

In reviewing the Probation Department's most current performance towards the SIP improvement goal, we reviewed the official CWS Outcomes System Summary provided by U.C. Berkeley. As of July 1, 2014, our 4B performance reflects 80% for Least Restrictive (PIT Placement: Group/Shelter), 10% for Least Restrictive (PIT Placement: Other) and 10% for Least Restrictive (PIT Placement: FFA). In addition to the PIT data, we also had 3 entries into a group shelter which represented 100% of entries for the period. All other 4B measurements were not applicable or measured zero.

When reviewing the official data source, it appears the data provided now accurately reflects the placement population supervised by Probation and thus giving us a baseline measure to track. The current accuracy in the official data was the result of Probation receiving further CWS/CMS training through the Northern Training Academy (through UC Davis Extension), Center for Family Focused Practice.

In addition to the official data source, we have also reviewed the Probation Foster Care Placement Monthly Caseload Statistical Report (FC23) and our local data that has shown a significant decrease in juveniles with placement orders. In July 2012, 14 children were reported in foster care placement (FC23). Two years later that population has decreased 64% to our current population of 5 (October 1, 2014). We attribute this decrease in formal placement based on our strategies to improve placement stability by placing minors in the least restrictive setting, and providing more community based supports and resources available for families and youth.

❖ Strategy 1.1: Improve overall placement stability by decreasing removals or length of removals by increasing family finding efforts and relative placement.

- a. As reported in the previous report, the Probation Department has implemented programs such as Aggression Replacement Therapy, Transitional Services Program (18 and Beyond), Girls Circle and Forward Thinking, an interactive evidence based journaling curriculum.
- b. In addition to the established programs already offered by probation staff, additional services were added during the reporting period to address our youth's criminogenic needs and provide appropriate pro-social activities. The following programs were established during the period:

- c. a) The Fresh Start Youth Farm was established by probation to provide youth an opportunity to develop work readiness, self-efficacy and critical thinking skills, to increase attachment to their communities, offer an opportunity to pay restitution to victims, reduce recidivism and increase vocational and education skills.
- d. b) The Boys Council was established to address the individual needs of our male youth. This evidence-based program incorporates motivational interviewing, cultural humility, strength-based practices and trauma-response practices.
- e. c) Strengthening Families program was established and probation staff were trained on delivering this nationally recognized parent and family strengthening program for high-risk families. This evidence-based program provides families the necessary skills to reduce problem behavior, delinquency and alcohol/drug use in children. In addition, this program is designed to decrease maltreatment of children as parents strengthen the bond with their children and learn effective parenting skills.
- f. d) The Girls Forum was established and loosely based on the curriculum offered in Girls Circle and the Boys Council. The circle model program incorporates motivational interviewing, provides strength-based approach to addressing the needs of our female youth. Part of this program includes a “Beanies for Babies” project, whereby the youth learn how to hand craft beanie hats.
- g. d) Volunteer Programs were established at the Butte Humane Society, the SPCA, Chico Parks, and the Feather River Parks and Recreation District. These volunteer programs offer the youth an opportunity to give back to their community and increase their connection to their community through service activities.
- h. e) In conjunction with the Chico Area Recreation District (CARD) and Probation Department staff, sporting teams (flag football, soccer, basketball) were established for youth on probation. The goal of this program was to provide the youth an opportunity to participate in a fun pro-social activity. The sports programs offered help to build their confidence, provide team building skills, and help the youth understand the importance of physical activity.
- i. f) The Rebound Program was established to deal directly with first time offenders and is facilitated by probation and juvenile hall staff. This diversionary program provides education on theft-awareness, aggressive behavior and drugs/alcohol. Additional referrals to community resources are made if deemed appropriate.
- j. In an effort to coordinate the various programs noted above, the Probation Department has dedicated an officer to oversee the needs of these programs and offer direct service delivery. In addition, this dedicated staff is also actively seeking new program opportunities and ways to sustain these programs into the future.
- k. In addition to providing new community based programs, the Probation Department was able to establish a camp program at the Juvenile Hall. Camp Condor has allowed Probation the opportunity to expand services provided to longer-term committed youth and those that would otherwise be placed in out of home placements outside the community. Those participating in the program are provided increased educational opportunities, counseling programs, vocational training, and transitional services. Camp participants also learn how to develop healthy lifestyles and are allowed to participate in community service projects.
- l. In addition to the above, Probation also utilizes appropriate relative placement and Wraparound Programs such as the Senate Bill 163 Program, the Connecting Circles of Care Program and the Minor Adjustments Program which are also mandatorily considered and utilized (if the child is eligible and suitable) prior to any recommendation for removal.
- m. The Out-of-home Placement Unit Probation Officer has maintained close and continuous contact with all juveniles in out-of-home placement, program staff, the child’s parents and the child’s attorney. By setting and monitoring clear goals and

expectations, the officer has facilitated the return of the children at the earliest possible time, upon completion of their court-ordered rehabilitation program.

- ❖ Strategy 1.2: Improve overall placement stability by utilizing careful, ongoing assessment and individualized case planning with targeted treatment and attainable goals.

The Butte County Probation Department has continued to utilize an evidence-based risk to reoffend assessment tool and individualized case planning to facilitate rehabilitation and prevent out-of-home placements. If placements are necessary, officers are diligently working with our placement providers to reintegrate minors back into the community, when reintegration is appropriate. All Juvenile Probation Officers have attended mandatory risk to re-offend assessment, case planning and motivational interviewing (MI) training. In addition to basic MI training, staff have additionally received advanced MI training to enhance their ability to effectively manage the complex issues facing at-risk youth. It should be further noted that all Juvenile Probation Officers have participated in ongoing case planning training and efforts are being made to ensure use of the most current and updated case planning tool available. The newest case-plan is less complicated to use, allowing our officers to have more time to address the needs of our clients and increase family involvement.

- ❖ Strategy 1.3: Serviced Development: Improve overall placement stability by identifying gaps in services and developing resources to fill gaps.

The Supervising Probation Officer, Probation Officer and Technician assigned to the Probation Department's Out-of-Home Placement Unit, plus other collateral officers have received multiple day training on how to effectively utilize the CWS/CMS data system as a resource for family finding. In addition to this resource, probation is also utilizing local systems such as the "Offender Trac" system, "CASE", the department's internal case management system, and other online resources to properly research relative placement options for at-risk youth, and avoid placement services.

The Juvenile Division meets on a weekly basis and has become an effective forum to review local resources and the latest family finding efforts. This meeting also is vital in identifying gaps in services. In addition to this formal means of communication, additional gaps are identified when cases are referred to out-of-home placement. During the staffing process, gaps in services are identified and strategies to address these gaps are discussed during the collaborative ISPU Interagency Services Placement Unit meeting.

ACTION STEP STATUS:

The Probation Department has completed all Action Steps as reported in the prior SIP Progress Report. However, improving overall placement stability continues to be a high priority.

METHOD OF EVALUATION AND/OR MONITORING:

Butte County utilizes a number of methods to evaluate and monitor our progress in this Outcome, including the use of the Case Management Tool. When necessary, a more in depth evaluation is completed to identify trends and reasons for changes in Outcome measures. For those contracted services, vendors submit monthly statistics to ensure compliance and evaluation of program goals.

ADDITIONAL STRATEGIES:

Not applicable.

PROGRAM REDUCTION:

Not applicable.

OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

CHILD WELFARE

Overall, Butte County Children's Services has not experienced severe issues with implementing SIP goals, and has made significant progress in several areas (implementing Alternative Response, adding more facilitators for Child-Family Team Meetings and continued success with the FTC/CAM grant program).

There has been a high volume of staff vacancies in the last year or two as a result of several retirements and staff changes, resulting in promotional opportunities (to supervisory positions and to Adoption Services). This has delayed some of the strategies but has not resulted in overall problems.

PROBATION

Last year, the Probation Department had undergone a department wide reorganization that resulted in a complete turnover in our Placement Unit. In addition to the turnover, we discovered large gaps in our CWS/CMS data. Through extensive training and time on the job, our Placement Unit is now running smoothly. Data in CWS/CMS is now current and the ability to access Safe Measures gives us the ability to verify the accuracy of our records.

PROMISING PRACTICES/ OTHER SUCCESSES

THE FEDERAL TITLE IV-E CHILD WELFARE WAIVER DEMONSTRATION PROJECT

The Federal Title IV-E Child Welfare Waiver Demonstration Project (Project) authorizes states to implement a Demonstration Project to build upon current systemic child welfare reforms and interventions focused on prevention and family-centered practice to improve outcomes for child welfare and probation involved children and youth. Butte County is now participating in the Title IV-E Child Welfare Waiver Demonstration Program. Working collaboratively, the Department of

Employment and Social Services (DESS) and the Probation Department developed a County Plan, which went in to effect on October 1, 2014.

- The California Department of Social Services requires 2 County interventions: Safety Organized Practice (SOP) for Child Welfare and Wraparound for Probation, and each department can propose up to 2 additional interventions each.
- DESS has proposed 3 interventions: enhancing SOP practices, implementing a Kinship Support Services Program (KSSP) and enhancing the Supporting Our Families in Transition (SOFT) Program).
- Probation has proposed 1 intervention: implementing a new Wraparound Program for high risk, low needs youth and their families.

CHILD WELFARE

Nurturing Parenting Programs®

In Butte County, we have woven the philosophy and curriculum of the Nurturing Parenting Programs® throughout the continuum of services available for our parents and families, from the beginning of a case (Parent Support Groups) through parenting classes and education (Nurturing Parenting classes, Nurturing Parenting in Recovery and the SOFT Program). All of our contracted partners have staff trained in Nurturing Parenting and as facilitators.

The Nurturing Parenting Programs® are a family-centered initiative designed to build nurturing parenting skills as an alternative to abusive and neglecting parenting and child-rearing practices. Some of the long term goals are to prevent recidivism in families receiving social services, and stop the intergenerational cycle of child abuse by teaching positive parenting behaviors. The Nurturing Parenting philosophy and lessons are developed from years of extensive research based on the assessment of high-risk parenting beliefs and behaviors.

These constructs form the basis of the lessons, skills and competencies in the Nurturing Skills for Families curriculum by focusing on the following educational objectives:

1. Building Self-Worth through Appropriate Expectations of Children's Growth and Development
2. Developing Empathy and Sense of Caring in Parents and Children
3. Utilizing Positive, Non-violent Discipline Practices and Techniques
4. Having Appropriate Family Role Expectations through Self-Awareness
5. Empowering Adults and Children through the Development of their Personal Power

Adoption Services

Effective July 1, 2011, Assembly Bill (AB) 118 realigned the funding for adoption services and other child welfare services. As part of this realignment in California and our commitment to finding permanency for foster children in Butte County, agency adoption services are now

provided by the Butte County Department of Employment and Social Services (DESS). Effective January 1, 2013, the six-month transition of the responsibility for Adoption Services from the CDSS Chico District Office to DESS was complete.

Adoption is the permanent, legal transfer of parental rights and responsibilities from a child's birth parents to adoptive parents. Butte County Adoption Services offers agency adoption services and is able to facilitate adoptions of children in foster care as the result of either the parent(s) voluntarily relinquishing their legal rights to the agency or involuntary termination of parents' legal rights by the court. Program services include concurrent planning, child adoptability assessments, adoptive placement and finalizations, relinquishments, adoption home study evaluations and the Adoption Assistance Program (AAP). Providing these services as part of DESS has created the opportunity to work closely with Children's Services and streamline our process of serving children, families and our community.

PROBATION

On July 1, 2014, the Butte County Probation Department established our first camp program that is operated out of our Juvenile Hall. Camp Condor has allowed Probation the opportunity to expand services provided to longer-term committed youth and those that would otherwise be placed in out of home placements outside the community. Those participating in the program are provided increased educational opportunities, counseling programs, vocational training, and transitional services. Camp participants also learn how to develop healthy lifestyles and are allowed to participate in community service projects.

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

Below is a brief description of those outcome measures not meeting State/National Standards:

Outcome/Systemic Factor: Safety 1a) S1.1 No Recurrence of Maltreatment:

As previously noted in the narrative section, Butte County has met our SIP goal during one of the last seven reporting periods. Overall the County continues to remain at approximately the same rate as when the SIP was approved, despite numerous changes (as reported in the last SIP Update).

- It is anticipated that current Alternative Response strategies being implemented will play a significant role in improving this outcome measure in the future.
- It should also be noted that while the overall outcome measure of No Recurrence of Maltreatment continues to be a challenge, we have regularly met or exceeded the federal goal of No Maltreatment in Foster Care (Measure S2.2).

Outcome/Systemic Factor: C1.1 Reunification Within 12 Months (Exit Cohort):

Overall, the Reunification Composites (Timeliness and Permanency of Reunification) have been an area where we have done fairly well, staying close to the state average in most reporting periods. However, we continue to fall short of the federal goal. During the Quarter 2 data extract in October 2014, Butte County's rate of 69% exceeded the state average of 63.7% but fell short

of the federal goal by 6.2%. It should be noted again, that most of the children in out of home care for longer than 12 months, or those with multiple placements, are older children.

Outcome/Systemic Factor: C2.1 Adoption Within 24 Months (Exit Cohort):

During the time period ending September 30, 2012, we exceeded the federal goal by 4.9%; but then fell below the federal goal. In the most recent reporting period (ending September 30, 2014, Butte County's rate improved to 31%, 4.7% below the federal goal of 36.6% It is anticipated that the transition of Adoption Services to the Department of Employment and Social Services (DESS) has provided new opportunities to work closely with Children's Services and streamline our process of serving children, families and our community, and that this rate will continue to improve..

Long Term Care and Placement Stability:

The following Outcome Measures are areas that continue to pose challenges:

- Outcome/Systemic Factor: C3.2 Exits to Permanency (Legally Free at Exit)
- Outcome/Systemic Factor: C4.1 Placement Stability (8 Days to 12 Months in Care)
- Outcome/Systemic Factor: C4.2 Placement Stability (12 to 24 Months in Care)
- Outcome/Systemic Factor: C4.3 Placement Stability (At Least 24 Months in Care)

Despite successful efforts to reduce the overall number of children in out of home care, and increasing the number of relative placements, we continue to fall below the state average and the federal goals is in Placement Stability, and also in long term care goals. These outcome goals continue to be a high priority, and we are committed to re-evaluating and identifying new strategies to improve outcomes for our youth in out of home care.

- The majority of children in long-term care or those with multiple placements tend to be older children. We will continue to monitor these outcomes and determine what trends are developing and work to establish new strategies to assist in improving these outcomes.
- In addition to the strategies we have implemented we reorganized unit configurations in the past year or so and have developed two Placement Units (one in each office) which specifically address placement needs. Each unit consists of a Supervisor, one Placement Specialist, two Relative Assessors, one Social Service Aide, and the Facilitators. These units are responsible for overseeing all placement changes, new placements, relative and NREFM placements and all associated paperwork. It is anticipated that these specialized units will increase our ability to identify placement needs earlier, and streamline processes for the benefit of the children in out of home care.

PROBATION

The Butte County Probation Department had done an outstanding job decreasing the use of foster care group home for our most difficult to serve and high need delinquent population over the last several years. The services and time needed to address this population requires

additional time in placement and could result in several placements to serve their needs. Given these circumstances our ability to reunify within 12 months and placement stability have suffered, thus resulting in figures that fall below the standard. Probation will continue to review the effectiveness of our placements in addressing the needs of our youth in an effort to improve our reunification and placement stability performance.

State and Federally Mandated Child Welfare/Probation Initiatives

CHILD WELFARE

Butte County Children's Services is actively involved in various initiatives, including:

AB 12 – Extended Foster Care (EFC)

Effective January 1, 2012, Butte County Department of Employment and Social Services (Children's Services) implemented the Extended Foster Care (EFC) Program which allows foster youth to remain in foster care up to age 21. EFC placement options for Non-Minor Dependents include: Relative / Non-Related Extended Family Member Homes, Foster Family Homes, Foster Family Agency Homes, Group Homes (under limited circumstances), Transitional Housing Placement Program (THPP), Transitional Housing Plus Foster Care (THP-Plus-FC), and Supervised Independent Living Placements.

This program has positively affected many lives over the past year, giving new opportunities and continued support to foster youth between the ages of 18 - 21. During the quarter from July 1, 2014 through September 30, 2014, of the 70 youth eligible for EFC during the quarter, 65 youth remained in care.

Participation activities: 8 youth are attending high school, 42 are attending college, 7 are employed, 7 are participating in a program to remove barriers to employment, and 3 have medical exemptions.

Katie A.

The Butte County Department of Behavioral Health and the Department of Employment and Social Services (Children's Services) have been working collaboratively and diligently on the requirements of Katie A. requirements, including:

- Comprehensive integration of the activities of **all** parties involved with service to the child/family.
- Treatment plans are prepared by the Clinical Coordinator working with the Child and Family Team and the Case Plans are prepared by the case carrying Social Worker.

PROBATION

AB 12 – Extended Foster Care (EFC)

As outlined in our local protocol for Section 241.1 of the Welfare and Institutions Code, the Butte County Probation Department continues to make all efforts to identify foster care youth who qualify for services under AB 12. Once identified, appropriate youth undergo Court proceedings to transition them into EFC status. Under our protocol, case management services typically fall under the jurisdiction of the Department of Employment and Social Services (DESS). If a probation ward reaches the age of majority and is eligible for EFC services, case management is transferred to DESS (Children's Services).

Please Refer to Attachment One: 5-Year SIP Chart

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5 – YEAR SIP CHART

Priority Outcome Measure or Systemic Factor: Safety 1 a) S1.1 No Recurrence of Maltreatment (Child Welfare Goal)

National Standard: 94.6%

CSA Baseline Performance: 90.6% (at SIP approval)

Target Improvement Goal: 93% (Increase by 2.4%) **Current Performance:** 89.4%, Q2 2014

Priority Outcome Measure or Systemic Factor: Permanency Composite 1(4) Measure 4 (C1.4) Reentry Following Reunification (Child Welfare Goal)

National Standard: 9.9%

CSA Baseline Performance: 19.6% (at SIP approval)

Target Improvement Goal: 12.1% (Decrease by 7.5%) **Current Performance:** 11.4%

Priority Outcome Measure or Systemic Factor: Permanency Composite 4 (2) Measure 2 (C4.2) Placement Stability, 12 – 24 Months in Care (Child Welfare Goal)

National Standard: 65.4%

CSA Baseline Performance: 54.7% (at SIP approval); 47.6% (Data Extract Q2 2013)

Target Improvement Goal: 59.7% (Increase by 5%) **Current Performance:** 44.9%

Priority Outcome Measure or Systemic Factor: Process Measure (2) 4B – Foster Care Placement in Least Restrictive Settings, Least Restrictive Entries (First Placement and Point in Time Placement) (Probation Goal)

National Standard: N/A (Please refer to SIP Narrative)

CSA Baseline Performance: N/A (Please refer to SIP Narrative)

Target Improvement Goal: “Improve Placement Stability”

Strategy 1.1: Develop and implement an “Alternative Response” Program in Butte County. Strategy Rationale An Alternative Response Program would allow Children’s Services and Community-Based Organizations (CBOs) to respond in a more flexible manner to reports of child abuse or neglect and to support families whose children have been returned to their care.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Safety 1 a) S1.1 No Recurrence of Maltreatment: Of all children who were victims of a substantiated maltreatment allegation during the first six-months of the 1-year period, what percent were not victims of another substantiated allegation within the following six months? <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Develop core group of Children’s Services staff and community partners to explore preventative service gaps, and identify needs, in our community.	Year One of SIP	3/20/2012 Completed	Alternative Response Workgroup developed, consisting of Program Managers, Administrative Analyst and line staff met to identify service gaps and needs.
B. Evaluate needs and research fiscal options, including leveraged funding options and develop a framework for an alternative response program.	Year One of SIP	10/15/2013 Completed	Funding was identified for an Alternative Response Program.
C. If funding is available, issue a Request for Proposals for “Alternative Response” Program.	Year Two of SIP	9/6/2013 Completed	RFP for Alternative Response Program issued, with an anticipated start date of 1/2/2014
D. If funding is available, implement “Alternative Response” Program, including training Children’s Services staff and community partner staff and incorporating the use of SDM.	Year Three of SIP	1/1/2014 Completed	Targeted Early Intervention and Domestic Violence contracts implemented as part of Alternative Response in Butte County.

E. If "Alternative Response" program is implemented, evaluate progress and outcomes.	Year Four of SIP	Pending	This will be accomplished as part of County Self Assessment and contract monitoring in 2015. Program Manager and Administrative Analyst, Senior will be responsible.
Strategy 1.2: Expand/enhance the Communities Accessing All Resources (CARS) Program Strategy Rationale The CARS Program is a community-based "Alternative Response" Program that provides services to families not needing protection from Children's Services.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Safety 1 a) S1.1 No Recurrence of Maltreatment: Of all children who were victims of a substantiated maltreatment allegation during the first six-months of the 1-year period, what percent were not victims of another substantiated allegation within the following six months?	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Establish a team from Child Welfare and the CBO that provides the services to evaluate and plan the process of expanding services to families in Family Maintenance.	Year One of SIP	3/20/2012 Completed	Program Managers, Administrative Analyst and line staff met to identify service gaps and needs as part of Alternative Response workgroup.
B. Establish a team from Child Welfare and the CBO that provides the services to evaluate and plan the process of implementing a "warm hand off" from Children's Services to the CARS Program following an investigation by Children's Services.	Year One of SIP	3/20/2012 Completed	This was accomplished by changing the referral process from Child Welfare to the CARS Program (Program Manager and Administrative Analyst).

C. If fiscally feasible, implement enhancements to CARS Program.	Year One of SIP	10/15/2012 Completed	Program was defunded at the end of FY 2011/12.
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Strategy 1.3 Develop a system to track parental drug use at time of detention in the CWS/CMS system. Strategy Rationale This will provide better understanding of treatment service needs for parents earlier in the case planning process.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Safety 1 a) S1.1 No Recurrence of Maltreatment: Of all children who were victims of a substantiated maltreatment allegation during the first six-months of the 1-year period, what percent were not victims of another substantiated allegation within the following six months?	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Identify list of most common drugs used by parents at time of detention.	Year One of SIP	3/20/2012 Completed	Administrative Analyst
B. Create new “Special Projects” Codes for identified substances in CWS/CMS.	Year Two of SIP	10/15/2013 Completed	Staff Development Officer and Administrative Analyst
C. Develop guidelines and train staff to enter “Special Projects” Codes in CWS/CMS.	Year Two of SIP	10/15/2013 Completed	Staff Development Officer and Administrative Analyst

D. Develop guidelines for accessing information to be used by staff in planning and developing case plans, programs etc.	Year Two of SIP	10/15/2013 Completed	Administrative Analyst
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Strategy 2.1 Fully implement the use of Signs of Safety (SOS), an innovative strengths-based, safety-organized approach to child protection casework. SOS will be integrated with the Structured Decision Making (SDM) risk assessment Strategy Rationale SOS provides a means to engage families using solution focused methods. This approach will ensure families are involved in the development of case planning, improve critical thinking in social workers and enhance safety by identifying dangers, developing well defined and realistic goals and by building safety networks.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Safety 1 a) S1.1 No Recurrence of Maltreatment: Of all children who were victims of a substantiated maltreatment allegation during the first six-months of the 1-year period, what percent were not victims of another substantiated allegation within the following six months?	
	<input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input checked="" type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project Butte County Department of Employment and Social Services is now participating in the Title IV-E Child Welfare Waiver Project, effective October 1, 2014.	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Provide formal training to staff that have not yet been trained in SOS.	Year One of SIP	3/20/2013 On-going goal for new staff	Staff Development Officer and Program Managers

B. Develop guidelines for use of SOS model.	Year One of SIP	10/15/2013 Completed	Staff Development Officer and Program Managers
C. Implement SOS in case staffing between social workers and supervisors.	Year Two of SIP	10/15/2013 Completed	Staff Development Officer and CWS Supervisors
D. Implement SOS for use in the field.	Year One of SIP	3/20/2012 Completed	Staff Development Officer and CWS Supervisors
E. Assess use of SOS through regularly scheduled meetings.	Year Two of SIP	10/15/2013 Completed	CWS Supervisors and Social Workers
F. Monitor effective utilization of SOS and measure its effect on risk and safety planning using Safe Measures data.	Year Two of SIP	10/15/2013 Completed	Staff Development Officer, Program Managers
G. Develop a survey for families and CWS Social Workers to complete for evaluation purposes.	Year Two of SIP	10/15/2013 Completed	Staff Development Officer, Program Managers
H. Review and revise current SDM policies to integrate the use of SDM and SOS applications.	Year Two of SIP	10/15/2013 Completed	Staff Development Officer, Program Managers

Strategy 2.2 Expand/enhance the Parent Education Experiential Resource (PEER) Program. PEER is a “hands-on” supervised parenting group with children under the age of five and their parents that utilizes Nurturing Parenting curriculum. Strategy Rationale The PEER Program allows parents to utilize skills they learn in Parent Education Classes, utilizing the Nurturing Parenting curriculum while their children are still in out of home care. Expanding this program to older children and to families who have children at home will further enhance parenting skills.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Safety 1 a) S1.1 No Recurrence of Maltreatment: Of all children who were victims of a substantiated maltreatment allegation during the first six-months of the 1-year period, what percent were not victims of another substantiated allegation within the following six months?	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Develop a team including Children’s Services staff and program vendors to evaluate needs and research fiscal options, including leveraged funding options to enhance/expand PEER Program.	Year One of SIP	July 2011 Completed	Program Manager, Supervisors, Administrative Analyst, and Program staff
B. If fiscally feasible, implement new program enhancements, develop new needed guidelines and train staff in any changes.	Year One of SIP	October 2011 Completed	Program Manager, Supervisors, Administrative Analyst, and Program staff

<p>Strategy 1.1: Implementation of the SAMHSA Grant, Children Affected by Methamphetamine, to provide comprehensive family-centered supports to children, their parents and caregivers for those parents who participate in the Butte County Family Treatment Court. The target population to be served consists of families participating in Butte County's Family Treatment Court (FTC) Program and whose children who are between the ages of 0-3, and their siblings, who are affected by Methamphetamine or other substance abuse.</p> <p>Strategy Rationale</p> <p>The goals of this program include:</p> <ul style="list-style-type: none"> ▶ Increase caregivers' appropriate developmental expectations for children; ▶ Increase caregivers' sensitive, consistent parenting; ▶ Reduce the rate of recurrence of child maltreatment; and <p>Reduce the rate of re-entry into foster care.</p>	<input type="checkbox"/> CAPIT	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>Permanency Composite 1(4) Measure 4 (C1.4) Reentry Following Reunification: This measure indicates the percent of children who exited foster care to reunification during a 12-month period and reentered foster care less than 12 months from the date of discharge.</p>
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project

Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Develop core group of Children's Services staff and Behavioral Health staff to work with grant funder to implement new grant program.	Year One of SIP	December 2011 Completed	DESS Program Manager, BH Program Manager, CWS Supervisor and Administrative Analyst
B. Develop curriculum and provide training to Family Treatment Court Staff and other partners in assessment tools for grant and in Nurturing Parenting Programs curriculum.	Year One of SIP	December 2011 Completed	DESS Program Manager, BH Program Manager, CWS Supervisor and Administrative Analyst
C. Develop and implement a plan to provide support and training to relative care-givers and foster parents in Nurturing Parenting Programs, assessment tools and the needs of children in their care.	Year One of SIP	April 15, 2013 Completed	DESS Program Manager, BH Program Manager, CWS Supervisor and Administrative Analyst
D. Develop evaluation methods with Project Evaluator for tracking progress of parents participating in the Family Treatment Court.	Year One of SIP	3/20/2012 Completed	Administrative Analyst, CWS Social Worker assigned to grant and Researcher from UC Davis (project evaluator)
E. Collaborate with BH in the identification and hiring of parent mentors to work with parents in the Family Treatment Court.	Year One of SIP	3/20/2012 Completed	DESS Program Manager, BH Program Manager, CWS Supervisor and Administrative Analyst

Strategy 1: 2 Explore and develop “After Care” services to families in Family Maintenance and after they leave the Child Welfare System. Strategy Rationale Implementation of a continuum of services to support families as they prepare to exit the Child Welfare System would better support and prepare families for successful reunification.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Permanency Composite 1(4) Measure 4 (C1.4) Reentry Following Reunification: This measure indicates the percent of children who exited foster care to reunification during a 12-month period and reentered foster care less than 12 months from the date of discharge.	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Establish a team from Child Welfare, parents who had been in the Child Welfare System, other county staff and community partners to evaluate needs and identify supports that would benefit families once they leave the Child Welfare System.	Year Four of SIP	To be completed during County Self Assessment in Spring 2015	Program Managers, Supervisor, Administrative Analyst
B. Research ways to provide additional “After Care” services by holding parent focus groups; visiting other county programs; explore leveraged	Year Four of SIP	To be completed during County Self Assessment in Spring 2015	Program Managers, Supervisor, Administrative Analyst

Strategy 1: 3 Conduct a reentry study to identify reasons for increasing reentry rates in Butte County. Strategy Rationale This survey will provide more information as to the reason why families are reentering our system, which will inform future planning and strategizing for better success in this area.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Permanency Composite 1(4) Measure 4 (C1.4) Reentry Following Reunification: This measure indicates the percent of children who exited foster care to reunification during a 12-month period and reentered foster care less than 12 months from the date of discharge.		
	<input type="checkbox"/> CBCAP			
	<input type="checkbox"/> PSSF			
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:	
A. Develop reentry study and analyze reasons for families that return to the Child Welfare System.	Year One of SIP	April 15, 2012 Completed	Program Manager and Administrative Analyst	
B. Utilize findings from reentry study to inform the Alternative and After Care services.	Year One of SIP	April 15, 2012 Completed	Program Manager and Administrative Analyst	

Strategy 2:1 Expand/enhance the Supporting Our Families in Transition from FR to FM (SOFT) Program. The SOFT Program provides additional case management services and parent mentoring, with an emphasis on parenting in recovery, to some parents as they transition from Family Reunification to Family Maintenance. Strategy Rationale Enhancing and increasing the capacity of families who participate in the SOFT Program would provide additional supports to families as they exit the Child Welfare System.	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Permanency Composite 1(4) Measure 4 (C1.4) Reentry Following Reunification: This measure indicates the percent of children who exited foster care to reunification during a 12-month period and reentered foster care less than 12 months from the date of discharge.	
	<input type="checkbox"/> CBCAP		
	<input checked="" type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Develop a team including Children's Services staff and program vendor to evaluate needs and research fiscal options, including leveraged funding options to enhance/expand the SOFT Program by increasing program capacity and increasing length of time families can participate in the program.	Year One of SIP	April 15, 2012 Completed	Program Managers and Administrative Analyst
B. If fiscally feasible, implement new program enhancements, develop new needed guidelines and train staff in any changes.	Year One of SIP	April 15, 2012 Completed	Program Managers and Administrative Analyst

Strategy 1.1: Enhance ability to place children with relative placements on an emergency basis. Strategy Rationale Being able to place children with relative placements on an emergency basis will likely reduce the number of placements a child must experience.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Permanency Composite 4 (2) Measure 2 (C4.2) Placement Stability (12 – 24 Months in Care): This measure indicates the percentage of children that have permanency and stability in their living situations without increasing reentry to foster care. This measure indicates the percentage of children in care having two or fewer placements.	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Develop core group of Children's Services staff to explore and create policies and procedures in order to safely place children in relative placements on an emergency basis.	Year One of SIP	3/20/2012 Completed	DESS Program Managers and Administrative Analyst
B. Develop policies and procedures that will enhance the ability to place children with relative caregivers on an emergency basis	Year Two of SIP	4/15/2013 Completed	Program Managers, Staff Development Officer
C. Train staff in new procedures for emergency placements.	Year Two of SIP	April 15, 2013 Completed	Program Managers, Staff Development Officer
D. Develop evaluation methods to track the changes in placement stability.	Year Three of SIP	April 15, 2014 Completed	Program Manager, Administrative Analyst

Strategy 1: 2 Expand the use of Family Team Decision Making (FTDM) through increased use of the Facilitating All Resources Effectively (FARE) Program as a strategy to decrease placement moves. Strategy Rationale Family Team Decision Making (FTDM) is utilized successfully on a regular basis for placement decisions and case planning and appears to be a strategy that would benefit placement stability as well.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Permanency Composite 4 (2) Measure 2 (C4.2) Placement Stability (12 – 24 Months in Care): This measure indicates the percentage of children that have permanency and stability in their living situations without increasing reentry to foster care. This measure indicates the percentage of children in care having two or fewer placements.	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Develop a Core group of Children's Service and Fare Program vendors to expand the FARE Program capacity to allow for more meetings to be provided at all stages of a case from investigation to permanency, including meetings to address placement issues and decisions.	Year One of SIP	April 15, 2013 Completed	Program Managers and Administrative Analyst
B. Train FARE Facilitators in Signs of Safety to be utilized during FTDM meetings.	Year One of SIP	3/20/2012 Completed	Staff Development Officer
C. If fiscally feasible, enhance program capacity through additional staff (either support staff or additional facilitator).	Year Two of SIP	10/15/2013 Completed	Program Manager, Administrative Analyst

PROBATION

Strategy 1.1: Improve overall placement stability by decreasing removals or length of removals by increasing family finding efforts and relative placements.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Process Measure (2) 4B – Foster Care Placement in Least Restrictive Settings, Least Restrictive Entries (First Placement and Point in Time Placement)		
	<input type="checkbox"/> CBCAP			
	<input type="checkbox"/> PSSF			
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:	
A. Attend any provided family finding instruction.	Year Three of SIP	10/29/2013 Completed	Involved: SPOs, POs, Juvenile Probation Technicians	
B. Explore and/or implement departmental access to specific family finding resources.	Year Three of SIP	10/29/2013 Completed	SPOs, POs, Juvenile Probation Technicians	
C. Implement formal policies or procedures as to effective family finding strategies for preventative, wrap-around and/or reunification purposes. Provide family finding instruction and resources to Probation Officers.	Year One of SIP	10/29/2013 Completed	Supervising Probation Officers	

Strategy 1.2: Improve overall placement stability by utilizing careful, ongoing assessment and individualized case planning with targeted treatment and attainable goals.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Process Measure (2) 4B – Foster Care Placement in Least Restrictive Settings, Least Restrictive Entries (First Placement and Point in Time Placement)	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Attend any provided assessment and/or case planning instruction.	Year One of SIP	10/29/2013 Completed	Supervising Probation Officers, Probation Officers
B. Establish procedures and policies to ensure all juveniles at risk of out of home placement have been assessed as to risk to re-offend and that a individualized case plan has been developed.	Year One of SIP	10/29/2013 Completed	Supervising Probation Officers
C. Provide ongoing risk to re-offend and case planning Instruction and resources.	Year One of SIP	10/29/2013 Completed	Supervising Probation Officers

Strategy 1.3 Service Development Improve overall placement stability by identifying gaps in services and developing resources to fill gaps.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Process Measure (2) 4B – Foster Care Placement in Least Restrictive Settings, Least Restrictive Entries (First Placement and Point in Time Placement)		
	<input type="checkbox"/> CBCAP			
	<input type="checkbox"/> PSSF			
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:	
A. Evaluate effectiveness of local programs by monitoring individual case planning goals and outcomes. Identify lacking support and services.	Year Three of SIP	10/29/2013 Completed	Probation Officers	
B. Collect information and/or data from Probation Officers pertaining to program effectiveness and gaps in services.	Year Three of SIP	10/29/2013 Completed	Supervising Probation Officer	
C. Evaluate effectiveness of local programs by reviewing collective case planning goals and outcomes. Support and enhance those programs proving to be effective. If funding is available, develop new resources to address gaps in services.	Year Three of SIP	10/29/2013 Completed	Supervising Probation Officer	